

Appendix D

Firepower

GENERAL

D-1. This appendix provides information regarding JFLC command fires, to include the targeting process, organization, and the planning and execution of fires at the operational level and assessment of the effects of those fires.

FIRES MISSION

D-2. The JFLCC and his staff plan and execute operational fires to accomplish the mission and create the conditions for success on the battlefield.

D-3. The JFLCC uses fires as the principle means of shaping the battlespace. His interests are those theaterwide adversary forces, functions, facilities, and operations that impact on future land force plans and operations. He focuses on adversary operational (and limited strategic) level COGs, using joint and combined lethal and nonlethal means, to shape the operational battlefield to achieve a decisive impact on the conduct of the campaign or major operation. The JFLCC generally has three primary goals when conducting operational fires:

- Facilitating both operational and tactical maneuver by suppressing the adversary's deep-strike systems, disrupting the adversary's operational maneuver and tempo, and creating exploitable gaps in adversary positions.
- Isolating the battlespace by interdicting adversary military potential before it can be used effectively against friendly forces.
- Destroying critical adversary functions and facilities that eliminate or substantially degrade adversary operational capabilities.

RESOURCES

D-4. The JFLCC employs fires through joint and organic resources.

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D-5. The JFLCC's primary tools to attack operational targets (OP.2.2, Appendix H) are operational fires and joint interdiction. Interdiction is defined as actions to divert, disrupt, delay, or destroy the adversary's surface military potential before it can be used effectively against friendly forces. Joint resources for interdiction include:

- Air.
- SOF.
- National/theater/JTF offensive IO.
- Army attack helicopters.
- Army Tactical Missile System (ATACMS).
- Maneuver forces (i.e., regiments, brigades, divisions).

TARGETING

D-6. Targeting occurs at all levels of command within a joint force and is applied by Service and component-level forces capable of attacking targets with lethal and nonlethal means to achieve the desired effects. Components must understand the joint targeting process to fulfill the JFLCC's intent and objectives. Effective coordination, deconfliction, and synchronization maximize the strategic, operational, and tactical effects of joint targeting. Components must have effective joint targeting procedures that ensure:

- Compliance with JFLCC's objectives, guidance, and intent.
- Coordination, synchronization, and deconfliction of attacks.
- Rapid response to time-sensitive targets (TSTs).
- Minimal duplication of effort.
- Expeditious effects assessment.
- Common perspective of all targeting efforts.
- Fratricide avoidance.

D-7. Decisions to modify missions or direct attacks that deviate from the planned activity must be based on the commander's guidance. These decisions are made with the understanding of the perspective and target priorities of other component targeting efforts throughout the campaign. Some priority targets may present themselves at the worst possible time for the accomplishment of the campaign plan.

JOINT TARGETING PROCESS FUNCTIONS AND RESPONSIBILITIES

D-8. The JFLCC conducts the joint targeting process within an established organizational framework. A primary consideration in organizing this framework is the joint force's ability to coordinate, deconflict, and synchronize joint targeting operations.

D-9. The structure established by the JFLCC facilitates the joint targeting process. The JFLCC defines this structure based on the JFC's requirements, the capabilities of assigned, attached, and supporting forces, as well as the adversary, mission, and operational area. In addition, it must react to rapidly changing events. Likewise, it should execute all phases of the joint targeting process efficiently and continuously. (See JP 3-60 for more information.)

FIRES SYNCHRONIZATION AND COORDINATION

D-10. The JFLCC accomplishes fires synchronization and coordination through the J-3 in the deep operations coordination cell (DOCC) or force fires coordination center (FFCC). The functions and responsibilities of the DOCC or FFCC are as follows:

- Advise on application of operational fires/effects.
- Identify fires effects requirements from other components (air interdiction/naval surface fire support).
- Review and comment on the JFACC's apportionment recommendation.
- Recommend JFLCC assets for JFC allocation (ATACMS/attack helicopter).
- Advise on fires asset distribution (priority) to land forces.
- Develop JFLCC priorities, timing, and effects for air interdiction within the JFLCC AO.
- Develop JFLCC targeting guidance and priorities.
- Develop the JFLC command target lists and FSCMs.
- Plan, coordinate, and supervise the execution of JFLCC deep operations.
- Integrate and synchronize lethal and nonlethal fires.
- Coordinate with Army airspace command and control (A²C²) cell for all planned airspace requirements.



D-11. Targets requiring immediate response because they pose a clear and present danger to friendly forces, or are highly lucrative, fleeting targets of opportunity are known as TSTs.

D-12. The fire support element (FSE) may establish a quick-fire net for the coordination of locating and striking TSTs. This may be by radio, phone conference call, or computer chatter link. As a minimum, this net links the DOCC/FFCC, collection management, and the battlefield coordination detachment (BCD). Additional nodes may be a major subordinate command (MSC) FSE, Army Air Missile Defense Command (AAMDC), special staff, J-3 current operations, and others as the situation dictates.

D-13. The quick-fire procedures, by definition, state targets submitted are of critical need. In the event an MSC has a quick-fire request, it may initiate a call on the quick-fire net. The request is evaluated on the basis of need, criticality, and comparison with other targets. If the MSC does not receive timely response or the request is denied, the DOCC/FFCC chief adjudicates the request.

D-14. All TST requirements must be forwarded directly to/handled by the FSE. Any section in receipt of TSTs will follow through until the requirement is handed over to the FSE.

D-15. The joint targeting process cuts across traditional functional and organizational boundaries. Operations, plans, and intelligence are the primary active participants, but other functional areas such as logistics, weather, law, and communications may also support the joint targeting process. Close coordination, cooperation, and communication are essential. The JFLCC develops guidance that directs and focuses operation planning and targeting to support the CONOPS.

TARGETING COORDINATION BOARD

D-16. Typically, JFLCCs organize a targeting coordination board (TCB) to function as an integrating center to accomplish targeting oversight functions or as a JFLCC-level review mechanism. In either case, it needs to be a joint activity with representatives from the JFLC command staff, all components, and subordinate units.

D-17. JFLC command TCB responsibilities are—

- To retain authority and responsibility to direct target priorities, relative level of subordinate unit effort, and sequence of those efforts of his subordinate units.

- To provide clear guidance and objectives for operational planning and targeting.
- To update mission planning guidance, intent, and priority intelligence requirements throughout the targeting process.
- To direct the formation, composition, and specific responsibilities of a TCB.

D-18. JFLC command staff TCB responsibilities (overall) are—

- To provide a forum for review of the joint targeting guidance and apportionment.
- To advise the JFLCC on the plan to achieve overall theater plans and objectives.
- To assist all subordinate units in translating JFLCC objectives and guidance into coordinated subordinate operations and plans.
- To provide COAs in the form of board targeting guidance based on the major OPLANs and priorities.
- To review the JFLCC major OPLANs several days in advance and to act as an advisory board to the JFLCC to anticipate future operations in his major operation. The TCB is a valuable vehicle to help the JFLCC—
 - Coordinate targeting information.
 - Develop targeting guidance and priorities.
 - Define the desired effects of joint targeting.
 - Recommend supplemental ROEs.
 - Review target information.
 - Recommend changes to the JFC's restricted and no-strike target lists.
- To compile subordinate targeting nominations/requirements and prioritize targets based on JFLCC guidance.
- To develop the candidate target list (CTL) for JFLCC approval.

D-19. Intelligence directorate (J-2) responsibilities are—

- To provide intelligence support to joint targeting.
- To provide coordination of ISR resources, reporting, products, and services to support the JFLCC's targeting requirements.

- To recommend collection priorities for JFC, theater, and national tasking and to work with the J-3 to support collection requirements.
- To conduct CA and evaluate effectiveness of nonlethal operations to provide CA to the J-3.

D-20. Operations and plans directorates (J-3/J-5) responsibilities are—

- To ensure the J-2 has the required information/priorities for target development, target acquisition, and CA.
- To coordinate closely with the J-2 organic collection efforts.
- To develop effects assessments for the JFLCC with support from the staff and each subordinate and other functional components.
- To manage the TCB and related boards, including CA board and IO working group and to provide TCB meeting results to each subordinate unit and supporting forces.

D-21. Offensive IO responsibilities are—

- To coordinate IO defensive and offensive concepts and to establish priorities to accomplish IO objectives to support the JFLCC's intent and CONOPS.
- To determine the availability of resources to carry out IO plan and to coordinate intelligence and assessment support to IO.
- To serve as the primary advocate for offensive IO (lethal and nonlethal) targets nominated for attack throughout the target nomination and review process established by the JFLCC.

D-22. Logistics directorate (J-4) responsibilities are—

- To identify critical or key logistics issues unique to specific JFLCC operations.
- To recommend logistics priorities for JFLCC taskings and identify logistics shortfalls.



To identify enemy logistics targets, (i.e., fuel storage depots and pipelines, distribution infrastructure, and hubs to include both airports and seaports) that would affect their capability to wage war.

- To review target selection for unnecessary adverse environmental impacts (i.e., dams, oil fields, etc.).

D-23. Staff judge advocate responsibilities are to advise the TCB on applicable international and domestic laws, Law of Armed Conflict issues, ROEs, and other pertinent issues involved in target recommendations and decisions processes.

D-24. Subordinate unit responsibilities are—

- To identify requirements and nominate targets to the JFLCC.
- To provide LNO team to include representation to the TCB.
- To recommend priorities for BDA collection requirements to the JFLCC J-2.

COMPONENT TARGET COORDINATION RESPONSIBILITIES

D-25. The JFACC/JFC staff develops a joint air operations plan to accomplish the objectives directed by the JFC. Synchronization, integration, deconfliction, allocation of air capabilities/forces, and matching appropriate weapons against target vulnerabilities are essential targeting functions for the JFACC. Other components targeting requirements to support their assigned missions are provided to the JFC and JFACC for sourcing in attack. Therefore, targets scheduled for deliberate attack by subordinate direct support air capabilities/forces should be included in the joint air tasking order (ATO), when appropriate, for deconfliction and coordination.

D-26. All component commanders within the joint force should have a basic understanding of each component's mission and general CONOPS/scheme of maneuver to support the JFC's campaign plan. Therefore, the JFLCC provides the JFACC a description of the direct support plan through the liaison elements (BCD/Marine LNO) within the joint air operations center. This basic understanding allows for coordination and deconfliction of targeting efforts between each component and within the JFC staff and agencies.

D-27. Once guidance is received from higher headquarters, the target nomination process begins with the deliberate targeting process. This may include the following:

- Long-term planning guidance, the commander's intent for fires, and other component guidance for coordination and situational awareness.
- Receipt of MSC guidance and intent for incorporation into the JFLCC's targeting guidance.
- The JFLCC's intent as provided in OPORDS, OPLANS, operations planning group information, and, most importantly, direct guidance.

D-28. The DOCC/FFCC presents guidance, objectives, and tasks (3 days out) to the daily targeting board (DTB) for approval or modification by the deputy JFLCC. These approved guidance, objectives, and tasks are provided to MSCs

for review, comment, and to provide basis for specific target nominations and to the DOCC/FFCC target development for input to draft CTL.

D-29. To create the CTL, DOCC/FFCC targeting receives the MSCs target nominations in accordance with the target objectives distributed from the DTB. MSC nominations and JFLCC pre-planned targets are combined to form the JFLCC prioritized list of targets. Targets nominations are then checked for CA, projected locations (mobile targets), and reviewed by objective and task to ensure consistency with the approved guidance. The next step is the CTL review board. This board is attended by representatives from the MSCs, the DOCC/FFCC chief, DOCC/FFCC targeting and operations, the staff judge advocate, and other staff elements as needed. This process allows the MSCs to gain visibility on their nominated targets. It also allows for review of targets by the staff judge advocate for law-of-land warfare compliance and no-strike list conflicts. The approved CTL is then forwarded to the BCD. The BCD then compares the CTL against JFLCC's priorities for inclusion in ATO development.

AIR TASKING ORDER

D-30. An ATO is critical to the JFLCC. The ATO is the primary means of shaping the operational level fight.

D-31. The DOCC/FFCC receives the ATO daily via the contingency theater automated planning system/theater battle management core system. Upon receipt of the ATO, the DOCC/FFCC completes the following tasks:

- Scrubs the ATO for non-JFLCC targets scheduled within the JFLCC AO. If necessary, deconflicts JFLCC deep operations plan accordingly. Notifies the JFACC through the BCD/Marine LNO of any planned targets that would adversely impact the JFLCC's operation.
- Highlights JFLCC targets from the CTL that made the ATO.
- Highlights JFLCC component targets on the ATO.
- Prepares the divert list to cover essential targets that did not make the ATO.
- Prepares the ATO book containing critical information pertaining to the next day's ATO such as supported target list, ATO divert list, CTL, ATO, battlespace shaping matrix, and special instructions.

D-32. To ensure complete information transfer, DOCC/FFCC conducts an ATO handover briefing for the next day's ATO with current operations FSE. This handover book covers—

- Situation update.
- Target guidance/objectives.
- CTL overview (number targets nominated, brief target overlay).
- ATO overview (number CTL targets supported, number CTL targets nonsupported, ATO divert sheet, divert/re-role guidance and directives, and CAS distribution).
- Current situation.
- Significant friendly situation (allocation of weight of effort of the ATO, high payoff target list, fire support coordination line changes, and weather impacts).

EFFECTS ASSESSMENT

D-33. Effects assessment addresses the effectiveness of overall joint targeting in light of the JFLCC's objectives, guidance, and intent. It gives the JFLCC and the JFC a broad perspective of the total effect of joint targeting against the enemy at the operational and strategic levels. The effects assessment attempts to answer the following questions:

- Are combat operations (lethal and nonlethal) achieving mission objectives?
- Do objectives require modification?
- How effective was targeting in terms of impacting the enemy's warfighting capabilities?
- What specific changes in combat operations would improve friendly efforts to degrade the adversary's will and capability to conduct operations?
- Has an adversary target system increased or decreased in importance based on future combat operations?
- Were there any unanticipated operational limitations?

D-34. The effects assessment is determined during the combat assessment board (CAB). The CAB is an action officer forum used by the commander to determine the overall effectiveness of force employment, fires, and maneuver to achieve commander's objectives. CA is composed of three major components—

- BDA.
- Munitions effects assessment.
- Re-attack recommendations.

D-35. The objective of the CAB is to identify and measure the effectiveness of joint actions and recommend courses of action. Some of the areas covered in the CAB include—

- Current friendly and adversary 24-48-hour picture.
- A 72-hour outlook to ensure targeting is tied to current mission effectiveness.
- Spot reports, mission reports, and CA by target objective.
- Recommended targets for re-strike and recommended changes to targeting objectives and guidance.

D-36. The following is a sample of CAB members:

- J-2 operations and plans.
- Intelligence production, CA, and collection management.
- J-3 current operations, future operations and plans.
- J-3 DOCC/FFCC operations and target development.
- J-3 FSE.
- J-3 IO.
 - Coordinates the overall IO effort for the JFLCC.
 - Coordinates IO inputs from joint centers and agencies and coordinates liaison with outside organizations such as the joint information operations center and land information warfare activity.
 - Conducts and coordinates IO working group meetings with the seven elements (operational security, psychological operations, electronic warfare (EW), civil affairs, public affairs, military deception, and physical destruction; provides IO working group meeting results to the DTB and JFLCC staff.
- J-4 operations.
- J-7 engineers.
- AAMDC.
- MSC LNOs.
- Joint warfare analysis center.
- Land information warfare agency.